



Iain Stewart MP  
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House of Commons  
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Sent via email

15 May 2024

Dear Iain,

Thank you for your letter about passenger flows and crowding at Euston station.

We take the safety and welfare of our passengers seriously. Euston is one of our busiest stations and managing passenger flow effectively, particularly at busier times and at certain pinch-points in the station, is a challenge.

Whilst the ORR's improvement notice is now closed and they recognise what we've done to comply with their findings, there's more we must do to improve passenger experience at Euston and to make sure the right control measures are in place to maintain safety. Turning to the specific points in your letter to me:

**The findings of the risk assessment conducted to identify the control measures required to manage passenger traffic flows and overcrowding.**

We completed a risk assessment between September and December 2023, which showed there is localised congestion at Euston at busier times, including the corridor leading to platforms 1-3 and the ramps to platforms 4-11. In reviewing these incidents, we will be installing more customer information screens at Euston station this September, to help provide a greater access to information for passengers as well as support wayfinding across the station concourse.

Assessment of risk is something we continually monitor. Following periods of unplanned disruption, station staff and operators review incident handling, seeking to adopt new practices where they are justified, proportionate and will enhance passenger safety. Risk assessments also take place annually as part of a station review.

**The controls that were put in place as a result of this risk assessment and your plan to monitor their efficacy, particularly in times of unplanned disruption.**

We'd already taken steps to address congestion at Euston from 2018 onwards, by removing retail units from the platform ramps and concourse and locating departure boards in the outside piazza to reduce crowding on the concourse. Whilst this helped to alleviate congestion, the improvement notice showed there was more to do.

Since September 2023, we made the following changes:

- Improved coordination of passenger boarding, based from the control room, to minimise crowding and contraflows – for example, making sure a ramp from a platform is clear before announcing the next service from the same platform.
- More cross-industry cooperation during disruption, including co-locating with train operators and other partners, to better manage operational response and to keep people safe and informed.
- Introducing Tensator post-and-rope barriers on ramps leading to platforms to manage the flow of people to these busy areas.
- More effective staff presence at platforms to stop passengers going to the wrong platform and impeding flow when they're redirected.
- Installation of safety signage asking people not to run on the concourse and introduce further risk – this was a key ask of the ORR, which we delivered.

**Your long-term plan to improve management of passenger flow at the station.**

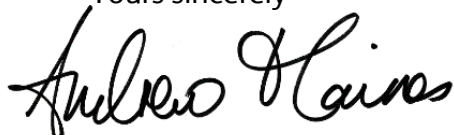
Alongside DfT, we're working on a major funded enhancement, the Redevelopment of Euston Conventional Station, to transform passenger experience and support the station's future growth, regeneration and development. This includes a brand-new concourse to give passengers more space, smoother journeys and better facilities. This ambitious project is subject to funding from HMT and of course is best delivered as part of an overall campus approach at Euston but we are working vigorously at securing the appropriate master plan and approvals.

**Your overall assessment of the risks to the health and safety of passengers at Euston.**

As acknowledged by the improvement notice closure, the ORR recognises that Euston has suitable and sufficient risk assessments and passenger management arrangements in place. However, passenger experience isn't where we want it to be, particularly during disruption and other busy periods. We are a learning organisation and we will continue to work closely with operators to better manage both the safety and customer experience within the current station footprint, particularly as we look to deliver major improvements in the future.

I hope my response demonstrates that we aren't complacent about the need to do better and that passenger safety is a key priority for us. If you have any further questions, please let me know as I'd be happy to answer them; likewise, I'd be happy to discuss this with you and your committee when we meet in the near future.

Yours sincerely



Andrew Haines  
Chief Executive

cc. Rob McIntosh – Regional Managing Director for North West & Central Region